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Midterm review of the UNDP Global Programme 2009-2013

Summary

The UNDP Global Programme was approved by the Executive Board in August 2008, initially for the period 2009-2011. The Executive Board decision (2008/32) to approve the Global Programme included a requirement for a midterm review to be submitted to the Board in 2010. The Global Programme was subsequently extended to 2013, consistent with the decision to extend the strategic plan (DP/2009/9). With the extension of the Global Programme to 2013, UNDP will present the findings of the midterm review to the Board at the annual session in 2011.

The Global Programme is the vital thread which weaves together the UNDP global network of development professionals to serve our partner countries and 135 country offices. The stated objective of the Global Programme remains to support programme countries in achieving internationally agreed development goals, including the Millennium Development Goals (MDGs), by applying global diagnosis and perspectives to development challenges and by catalysing development solutions, ensuring that critical knowledge is shared across and within regions. It was expected to promote a "virtuous cycle" of global networking that brings global knowledge to the country level and brings country realities to global attention.

Elements of a decision

Consistent with the findings of the midterm review of the strategic plan, the Executive Board is requested to acknowledge that a robust and well-resourced practice architecture that connects the country, regional and global levels is required for UNDP to be able to effectively support programme countries in development. The Executive Board is invited to recommend that the Global Programme remains aligned to the UNDP strategic plan. Going forward, the Global Programme should continue to build on the results achieved in the first half of Global Programme IV, informed by the thematic evaluations. This includes providing global policy leadership on inclusive, resilient and sustainable human development, advancing new standards for policy advisory services and increasing focus on multi-practices initiatives to enhance the integration of policy services so that they provide the joined-up support that partner countries need in tackling complex development challenges.

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Introduction

1. The Global Programme contributes to programme results through global-level interventions and is the framework for UNDP policy advisory services, the backbone of the UNDP practice architecture. The Programme is expected to produce institutional results by improving and fully implementing the practice architecture, and by contributing to cross-cutting development results in the areas of capacity development, gender equality and the empowerment of women, and South-South cooperation.

2. The practice architecture brings together the substantive areas of mandated UNDP work across global, regional and country levels. The objective is to develop, share and apply policy and programme options and the collective knowledge of the organization so as to achieve the specific key results indentified in the strategic plan. For these purposes, the Global Programme funds: global advisers located at Headquarters; the practice and thematic group leaders in each of the six regional service centres; and a number of personnel located at three global thematic centres of excellence.

3. This midterm review of the Global Programme is submitted to the Executive Board in response to decision 2008/32. A comprehensive midterm review was carried out from November 2010 to February 2011. Consistent with the recommendations from the evaluation of the third Global Cooperation Framework, the midterm review includes an assessment of UNDP compliance with the terms of the management response to the evaluation of the third global cooperation programme (DP/2008/45). The midterm review is meant to be forward looking and to identify the challenges and lessons learned, so as to promote continuous improvement of the Programme.

Context

4. The midterm review is taking place during a period of transition and continued evolution for UNDP. As defined in the midterm review of the strategic plan, also to be presented to the Executive Board at the annual session 2011, the organization must respond to a rapidly evolving development landscape. In parallel, the organization needs to accelerate work on those Millennium Development Goals on which progress has been slow, respond to rapid climate change and loss of biodiversity, strengthen institutions for peace and security, and leverage opportunities offered by new partnerships. Notwithstanding its modest resources to fund core substantive policy development, the Global Programme provides global policy leadership for the organization. This transition began with the strategic plan for 2008-2013. The plan recognized the need for: "refinement of internal institutional arrangements of UNDP to bring corporate and regional policy and advisory support closer to where they are needed on the ground, and to make those services more responsive to country programme needs. That will entail understanding the different contexts in which UNDP works, and tailoring its services (advocacy, policy and advisory, and technical support) to the specific needs of programme countries."

5. Following the approval of the strategic plan, UNDP embarked on a process of aligning Headquarters bureaux and regional support centres to ensure the effective and efficient achievement of development results at the country level. UNDP has carried out a number of assessments and evaluations aimed at identifying or implementing ways of enhancing alignment. The organization also launched strategic change initiatives to enhance the structure and functioning of the business model. These various assessments and initiatives are described briefly as follows:

(i) *Functional alignment of and implementation arrangements for regional service centres*, Office of the Administrator, May 2008. Commonly referred to as the regionalization policy, this initiative strengthened the practice architecture at the regional level. The definition of a practice was clarified as encompassing the entirety of UNDP experience, knowledge and expertise in a programmatic or management area.

(ii) *The evaluation of the third Global Cooperation Framework of UNDP*, published September 2008 (DP/2008/44).[1] The evaluation concluded, inter alia, that "the third global cooperation framework fell short in its strategic mission to underpin and integrate the practice architecture of UNDP." It recommended that "UNDP should develop improved corporate strategies and delivery mechanisms so that the new global programme can better support the achievement of results at the country level."

(iii) *The Gender Equality Strategy 2008-2013*. The results of a midterm review of the Gender Equality Strategy are being presented to the Executive Board in conjunction with the midterm review of the strategic plan in June 2011.

(iv) *The Knowledge-Management Strategy 2009-2011*. The on-going strategy aims to create "a human and technical infrastructure to enable staff and practitioners to learn, share, connect and contextualize knowledge by enhancing collaboration and creating a cultural change with regards to the organization's approach to knowledge management".

(v) *Midterm review of the programming arrangements, 2008-2011*, November 2009 (DP/2010/5). This Executive Board document clarified the distinction between programme and development-effectiveness activities and provided recommendations for cost classifications for specific activities. These recommendations included shifting the accounting for 52 policy advisers located outside Headquarters from the Global Programme budget to the development effectiveness line. The Board subsequently approved this recommendation. Prior to this decision the Programme was funded from line 1.3 of the programming arrangements, approved by the Executive Board in decision 2007/33. The resources allocated for the Programme are expected to equal 5 per cent of the total resources available for programming. The Global Programme midterm review does not conclude whether this allocation is sufficient for UNDP to provide global policy leadership in an increasingly complex development environment.

(vi) The midterm review of the Global Programme is also informed by the lessons learned and the management responses to the five thematic evaluations conducted by the Evaluation Office throughout 2010.

(vii) Finally, the midterm review of the Global Programme is informed by the series of informal discussions with the Executive Board on the midterm review of the UNDP strategic plan.

Approach and methodology

6. The Global Programme document acknowledges the importance of combining the "programme results" with a practice architecture or framework role. About 67 per cent of the annual budget of the Programme pays for advisers and another 23 per cent provides funding to facilitate their work. The balance provides partial support to the three thematic centres of excellence. As noted in DP/GP/2, the Global Programme is a mechanism for funding the backbone of the UNDP network of policy advisers, allowing the practice

[1] Between 1997 and 2007, three global cooperation frameworks have reflected corporate changes within UNDP. All were designed to contribute to the overall development efforts of UNDP. The fourth Global Programme (2009-2013) combines achieving programme results with a practice architecture or framework role. The midterm review will demonstrate how the two enrich one another.

architecture to deliver programme results by supporting the diagnosis of development problems and trends, the design of catalytic, innovative, context-specific development solutions, and promoting knowledge sharing for policy innovation.

7. This midterm review faces a number of constraints and limitations. First, the activities of Programme advisers are typically carried out in collaboration with other Headquarters or regional-centre personnel who are not funded by the Programme. Secondly, at both Headquarters and regional centres, practice leaders manage their teams regardless of how they are funded. Therefore, attribution of results exclusively to the programme is difficult. Similarly, Programme advisers often work on activities that may have seed money from the Programme, but major funding from other sources. In these cases it is also necessary but difficult to separate the leveraging contribution from the programme results on the ground. The midterm review will demonstrate results achieved as well as proposed improvements in the second half of the Global Programme.

Main findings: programme results

8. The reviewers' observations, accounts from interviews, review of the evaluations and the multi-year results reporting suggest that the Global Programme has registered some significant successes during its first two years, contributing to the efforts of UNDP to support the achievement of development results. In all practice areas there are sound examples of valued contributions to country-office performance and global policy leadership. There is also evidence, including from thematic evaluations, that shows UNDP to be an important global player in a number of its practice and service areas and a global policy leader on development policy. This section discusses some of the results achieved in the practices and thematic areas covered by the Programme and sets out a number of proposed improvements for the way forward.

Poverty eradication and achievement of internationally agreed development goals, including the Millennium Development Goals

9. As the midterm review of the strategic plan sets out, many recent evaluations show that for the last decade UNDP has advocated for the Millennium Declaration and the MDG agenda, helping to develop institutional capacities at the national and local level for MDG-based development strategies, monitor and report on progress, systematize and share experiences and multiply successes through learning, adaptation and application. UNDP has gone well beyond the role of "score-keeper" to actively working with partners on designing and implementing policies to accelerate MDG progress. The midterm review of the Global Programme highlights the instrumental role it plays in UNDP in advancing the MDG agenda at national, regional and international levels.

10. The outcome document of the MDG Summit at the General Assembly in September 2010 defined an ambitious and balanced action agenda for the next five years. The language of the document reflects a year of substantive, evidence-based efforts and outreach by UNDP to mobilize the international community on the MDGs. The Global Programme contributed by producing and co-producing four evidence-based documents used as core reference texts by negotiators: (i) the international assessment that identified the key drivers of MDG acceleration (ii) the MDG Synthesis Report, which brought together evidence of what works from 34 national reports and provided the evidence base for the International Assessment (iii) the MDG Acceleration Report, highlighting preliminary results from the rollout of a UNDG framework developed by the Global Programme to help accelerate MDG progress in ten pilot countries and (iv) the MDG Gap Task Force Report. With substantive leadership and coordination from the Global Programme, this effort fully

leveraged the UNDP practice architecture, drawing together contributions from country offices, regional bureaus and regional service centres.

11. To support countries in planning and prioritizing efforts to address lagging MDGs, the Global Programme coordinated a corporate effort to formulate an MDG Breakthrough Strategy. The MDG Acceleration Framework (MAF), noted above and developed by the Global Programme, lies at the heart of this strategy. With leadership from Global Programme policy advisers and their efforts to leverage the practice architecture, the MAF was piloted in ten countries prior to the MDG Summit and more recently in four Sahel countries (Burkina Faso, Chad, Mali and Niger). This framework is designed to help governments and their development partners to together identify the real bottlenecks to progress on lagging MDGs, identify and prioritize solutions and, with clear action plans, align resources and programme efforts to address them. This has now been endorsed by UNDG as a living document. It can help leverage a range of available development resources for MDG acceleration, which represents a catalytic policy/programme approach in action. It demonstrates the important role that the Global Programme plays in advancing UNDP efforts to galvanize — in partnership with national authorities, specialized agencies and development partners — multisectoral action across a range of MDGs and across countries of different typologies.

12. One strategic plan outcome involves enhancing the national capacities of developing countries to become integrated into the global economic system and to compete internationally, and to advance the inclusive growth agenda. UNDP has supported trade capacity development interventions in 40 LDCs through the management of the Integrated Framework Trust Fund from 2001 to 2010 and advisory policy services supported by the Global Programme, including in the realization of diagnostic studies such as those carried out in Kiribati, Samoa, Tuvalu and Nepal, led by UNDP. A revamped version of this, the Enhanced Integrated Framework Programme, a $250 million fund to address trade-related constraints, became operational in July 2009. Policy advisory support provided by the Global Programme, contributed to 25 LDCs gaining information and developing proposals to access technical and financial support from this initiative. Policy advisory services supported by the Global Programme was provided to Barbados, Fiji and the Maldives country offices on debt issues and reports produced in this area.

13. A major platform for UNDP is the International Policy Centre for Inclusive Growth (IPC-IG), a thematic centre of excellence, based in Brazil. With the support of the Global Programme and the Government of Brazil, the IPC-IG has positioned itself as a global centre for policy dialogue and learning on poverty reduction and inclusive growth for the Global South. The centre provides research-based policy recommendations to UNDP country offices and development partners through nine regular publication series. The Centre has established networks of over 30,000 development practitioners in 189 countries, covering more than 1,500 collaborative institutions. It has also undertaken initiatives to promote South-South policy dialogue, promoting a policy agenda on inclusive growth and sustainable development and establishing new partnerships for innovation. The IPC-IG has been tasked by other groupings, including the BRIC, the commonwealth and the SIDS to provide policy inputs for their substantive deliberative processes. The IPC-IG hosted the policy dialogue/academic forum for the IBSA trilateral process at the last summit. In the wake of the global financial and economic crisis, the IPC-IG facilitated cross-regional exchanges between Brazil and India on conditional cash transfers and employment schemes.

Proposed improvements for the way forward

14. In an effort to streamline the final years of the MDG period, the Global Programme will continue to play its role in implementing the UNDP MDG Breakthrough Strategy to accelerate and sustain MDG progress. This will include focusing in on three areas of intervention proven to have multiple impact across MDGs: investing in women and girls, expanding access to energy and enhancing local governance and local development. The Global Programme will continue to facilitate and provide quality control and oversight of the roll-out of the MAF, support its integration into UNDAFs, and provide timely development policy services as requested to support the implementation of the resulting action plans in programme countries.

15. The recent evaluation of the poverty-environment nexus found that in many cases UNDP has encouraged greater attention to poverty-environment linkages, and that the "Poverty-Environment Initiative is playing a unique catalytic role in integrating poverty reduction and environmental objectives in country." However it also notes that policy is not yet systematically translated into practice. To address this, the Global Programme will increasingly work across multiple practices to strengthen policy advisory services around the poverty-environment nexus. The Global Programme will lead in the development of the inclusive growth agenda for UNDP and, in the context of cooperation with the G20, advance the social protection agenda. Movement towards an increased focus on multi-practice teams by the Global Programme is noted in the concluding section of this midterm review.

Mitigating the impact of HIV/AIDS, tuberculosis and malaria on human development

16. Various evaluation reports assess the UNDP work on HIV positively. Evidence from 15 evaluations including 12 country Assessments of Development Results (ADRs) from four regions highlights how UNDP has: helped countries strengthen their capacity to respond to HIV; created enabling legal environments and promoted gender equality; enhanced local-level implementation and civil society engagement; and improving national planning. These evaluations recognize the UNDP role in building resilience by supporting the development of the capacities of national partners and institutions to respond to HIV. The evaluations recognize the UNDP contribution to protecting the rights of people affected by HIV and increasing attention to marginalized and most at-risk populations. This has been done, for example, by supporting efforts to create a positive legal environment. The evaluations also recognize the support UNDP has provided to the implementation of district and community-level responses to HIV. They have found that the establishment and strengthening of the networks of civil society organizations have been among the most important outcomes of UNDP support. Global Programme advisers in regional centres have been instrumental in achieving these results.

17. At the global level, the Global Programme developed and launched the *Global Commission on HIV and the Law*. It is expected to produce recommendations to help countries craft more robust HIV responses to inequalities, prejudices and stigma. The 14-member Commission is chaired by former President Henrique Cardoso of Brazil. A Technical Advisory Group of 22 members with expertise in a broad range of legal and human rights issues supports the Commission. The Commission will, over a period of eighteen months, examine the diverse ways in which the law has helped or hindered the effectiveness of efforts to provide HIV prevention, treatment, care and support.

Proposed improvements for the way forward

18. Recognizing the value of linking action on HIV and broader development efforts, the Global Programme will prioritize cross-thematic policy advisory services that address HIV together with key priorities such as advancing gender equality, economic empowerment and access to justice. The Global Programme will also leverage successful HIV work in support of broader MDG objectives, including drawing on experience in support of large-scale implementation, capacity development and governance initiatives to accelerate MDG progress.

Democratic governance

19. The Global Programme has contributed considerably to the strengthening and consolidation of the democratic governance practice architecture, particularly throughout 2010 as advisory services and support to country offices have increasingly been coordinated around a cluster approach, in alignment with the strategic plan. This approach highlights the importance of democratic governance: to achieving the Millennium Development Goals, to managing and preventing conflict, and to addressing climate change.[2]

20. Within the field of democratic governance, support for country-level activities in the fields of public administration and local governance continues to be the single largest area in terms of expenditure. UNDP advisory teams from both policy bureaus, in collaboration with other United Nations agencies, have supported a lessons-learned review of public administration and local governance in post-conflict environments. Other multi-practice policy advisory work includes tools to support the analysis of governance bottlenecks and of challenges for the achievement of the Millennium Development Goals. A cross-practice initiative on gender equality and women's empowerment in public administrations was designed and initiated to advance gender equality.

21. Consistent with the management response to the 2010 evaluation of the UNDP contribution to strengthening local governance, UNDP will develop a strategy note on local governance, with a particular focus on gender. A cross-practice task force has already been launched with BCPR, the United Nations Capital Development Fund and the United Nations Volunteers. The goal is to develop an integrated framework on local governance and local development, to guide future UNDP programming. That initiative also takes into account the proposal made in the recent independent report on Civilian Capacity in the Aftermath of Conflict (A/65/747-S/2011/85), which proposes that UNDP take the lead on the cluster "core government functionalities".

22. The ratification of the United Nations Convention against Corruption (UNCAC) has also resulted in a surge in UNDP work in this area. Towards the end of 2008, the democratic governance practice produced a guidance note on corruption and development, published a practice note, "Mainstreaming Anti-Corruption", and launched the Global Thematic Programme on Anti-Corruption for Development Effectiveness (PACDE). In the past two years, anti-corruption activities have expanded dramatically through policy advisory services, facilitating South-South and interregional learning and setting global standards. In 2009 alone, a total of 103 countries benefitted from UNDP technical support to strengthen national capacities to fight corruption. Through its e-governance and access to

[2] The democratic governance clusters are categorized as (1) the inclusive participation cluster, (2) responsive institutions cluster and (3) the international principles cluster.

information initiatives, the Global Programme advances the strategic use of information and communications technology (ICT). The increasing catalytic role of this technology and of social media to advance the governance agenda is being recognized. To this end, Global Programme advisory support is also focusing on supporting the use of mobile technology in public service delivery, health care and pro-poor banking.

23. The Global Programme continues to support the UNDP human rights portfolio, which extends beyond the organization, enabling a combination of programme and policy advice, knowledge sharing and global policy leadership to respond to country level demand. The global Human Rights Community of Practice meeting, held in October 2009 and coordinated by the Global Programme set out the UNDP value-added in supporting international human rights mechanisms and national human rights systems. With policy leadership from the Global Programme, UNDP supported Governments, National Human Rights Institutions and other stakeholders in the preparation of the Universal Periodic Review (UPR) process, during the review as well as with regard to follow up to the recommendations of the Human Rights Council. The regional meetings, for West Africa, Southern and Eastern Africa also aimed at better equipping United Nations country teams (UNCTs) with the tools and knowledge to meaningfully assist Member States in the country led UPR processes. At the inter-agency level, UNDP assumed the role of Co-Chair of the newly formed UNDG-Human Rights Mainstreaming Mechanism, designed to promote a coordinated approach to mainstreaming human rights and strengthening national human rights systems. The Global Programme facilitates the UNDP policy leadership in this role, allowing UNDP to continued to mainstream human rights into policies and programming processes.

24. The global programme on Accelerating Access to Justice for Human Development began in 2010. UNDP is seeing increased cross-practice work in the area of justice. For instance, the Access to Justice Programme is working increasingly with the rule of law programme. Achievements have included: developing tools to assess baselines for justice reform strategies; supporting partner countries' research on balancing bottom-up and top-down approaches; empirical studies and related dialogues on engaging with pluralistic justice systems; facilitating global, regional and local dialogues and networks to enhance the delivery of justice; and empowering citizens through legal aid and legal-awareness campaigns, with particular emphasis on women's legal empowerment. The Legal Empowerment of the Poor initiative, which is mainstreamed into and complements the work on access to justice, increased its support to global, regional and country initiatives to ensure that key government stakeholders are equipped to undertake legal and institutional reforms in this field.

25. The UNDP parliamentary portfolio, facilitated by the Global Programme, is global and acts local — the organization supports 69 parliaments round the world. It has achieved this through providing policy advisory services, helping to ensure the substantive coherence of the global portfolio and contributing to setting international parliamentary standards. Major outputs since 2009 include the creation of AGORA, the portal for parliamentary development (www.agora-parl.org) and global parliamentary development community of practice. AGORA is designed to strengthen support to national parliamentary working groups, advance parliamentary-civil-society collaboration, and enhance women's participation and representation in parliaments around the world. In collaboration with UNODC, technical support was provided to the Global Organization of Parliamentarians against Corruption (GOPAC) in advising MPs on their role in the implementation of the UNCAC. A methodology has been finalized on building the capacity of a parliament to

respond to and manage crisis through a dedicated self-assessment tool that has been shared with regional parliamentary groups in the Arab States region, Central America and West Africa and piloted in two countries in West Africa.

26. The Oslo Governance Centre, a thematic centre of excellence, is supported by the Global Programme and the Government of Norway. Following the forward-looking assessment and decisions by senior management in 2008 and 2009, the Centre, has focused particularly on governance assessments as well as on analysis and learning related to Democratic Governance Thematic Trust Fund projects. Through the Centre's global assessment programme, UNDP has provided financial and advisory support for country-led assessments in 20 countries in all regions. The lessons of this experience have been synthesized in a practice note prepared in 2009. In addition, as part of the analysis and learning work stream, the Centre has developed a guidance note on social accountability. The Centre has also been developing tools and conducting training to support UNDP country offices. This work has included political economy analyses.

Box 1: Global Programme outcome: electoral cycle approach strengthened

In 2009, almost 40 country offices were designing, implementing or evaluating electoral programmes, many of which benefitted from policy advisory services provided by the Global Programme. UNDP provided electoral assistance to 60 country offices in 2010. As a result of this support to country-level programming, and advocacy of the electoral cycle approach, more than 50 per cent of country offices are using the electoral cycle approach in programming. To support this effort, the three-year, $50 million Global Programme for Electoral Cycle Support (GPECS) was launched in 2009 to help countries improve their electoral laws, processes and institutions and to enhance the participation of women in electoral processes. In 2010, UNDP rebuilt its elections practice architecture through the GPECS by placing 11 electoral advisers in the regional centres at Dakar, Johannesburg and Bangkok, as well as in New York, Copenhagen and Brussels. UNDP and the United Nations Department of Political Affairs (DPA) signed a revised note of guidance on electoral assistance. UNDP sought to develop knowledge and good practices in the field of women's political participation and elections, for example, by partnering with the National Democratic Institute to develop "Best Practices Guidebook for Political Parties to Promote Women's Political Participation" — the first global handbook on how political parties can promote women's political participation

Proposed improvements for the way forward

27. The global economic crisis reinforced the importance of fair and transparent regulatory frameworks with responsive institutions to oversee them. Similarly, the crisis in the Arab States region in late 2010 and early 2011 put the spotlight on governance. As the only United Nations agency with a specific mandate to support governance, both examples highlight the need for greater emphasis within UNDP on upstream policy work. The Global Programme will therefore increasingly help ensure that country offices have effective analytical and programming tools and will pay particular attention to improving knowledge capture and flow, especially South-South knowledge.

28. As noted in the midterm review of the strategic plan, the impact of UNDP democratic governance work would benefit from increased synergies across programme areas, practices and regions. While some advances have been made in this area they must be significantly enhanced. This is particularly the case for local governance and local

development, identified as a key area for multiplying progress on the MDGs. The Global Programme has now identified a multi-practice team to address this concern. A toolkit will be developed and piloted to strengthen the capacity of national partners in this area.

Environment and sustainable development

29. As set out in the midterm review of the strategic plan, sustainability is embedded in the very notion of human development. The Global Programme anchors UNDP engagement in international environmental governance matters, including the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD Programme), UN-Water, UN-Energy, United Nations Secretary General's High-level Panel on Climate Change, the Poverty-Environment Partnership, and the various global environmental conventions. The importance of this work has come into even sharper focus as the on-going climate negotiations endeavour to define the post-2012 framework for climate change, and as the world prepares for the Rio+20 conference in 2012. UNDP is in a unique position in this area and will need to increasingly harmonize its policy advisory support in the areas of poverty reduction and environmental sustainability to realize its potential and help advance truly inclusive, resilient and sustainable human development. In this evolving context, the Global Programme provides the platform for UNDP global advocacy around the crucial nexus between poverty, gender, climate change and the environment, as well as in-depth policy leadership and credibility in each of these areas.

30. The Global Programme also enables UNDP to bring to bear its experience and credibility from supporting the implementation on-the-ground of programmes and projects of more than $250 million a year as a GEF Implementing Agency. The sheer volume of resources that UNDP mediates in the environment and energy area enables the organization to be an important global player and a major source of support for developing countries. Significant Global Programme advisory capacity is deployed towards supporting national counterparts in developing projects for funding from GEF and an increasingly wide range of other sources. This is especially true of Global Programme capacity in regional centres, which ensures the coherent functioning of the practice architecture across the four EEG key results areas: environmental finance and markets, climate change adaptation and mitigation, local level response and environmental mainstreaming, as well as the gender mainstreaming of this work.

31. With the support of the Global Programme, major initiatives were carried out in environment and sustainable development. In the area of climate change, UNDP, in partnership with the United Nations Industrial Development Organization, the United Nations Children's Fund and the World Food Programme, launched a $92 million programme, "Supporting Integrated and Comprehensive Approaches to Climate Change Adaptation," funded by the Government of Japan. The national component of the project is helping 20 African countries to incorporate climate change risks and opportunities into national development processes.

32. Policy leadership and strategic outreach from the Global Programme led to the creation UN-REDD, which was established as a collaborative partnership between UNDP, UNEP and FAO in 2008. UN-REDD supports countries in managing their REDD processes, facilitates access to financial and technical assistance tailored to the specific needs of the countries, and supports the development of normative solutions and standardized approaches based on sound science and linked with the United Nations

Framework Convention on Climate Change (UNFCCC). Today, UN-REDD has 29 partner countries spanning Africa, Asia-Pacific and Latin America, of which 12 are receiving support to national programme activities. To-date, the UN-REDD Programme's Policy Board has approved a total of $51.4 million for its nine initial pilot countries and three new countries (Cambodia, the Philippines and Solomon Islands). This is an illustration of how the Global Programme offers global policy leadership while catalyzing finance for development through innovative means.

33. The Global Programme plays a critical role in advancing global policy standards. This was evident at through its support to the Tenth Conference of the Parties (COP) to the Convention on Biological Diversity (CBD), Nagoya, 2010. With leadership from the Global Programme, and as was captured in the outcome document, UNDP messaging was instr mental in transforming governments' understanding of the inextricable relationship between biodiversity and ecosystems and human development at the COP. In additional to driving corporate advocacy efforts ahead of the COP, the Global Programme facilitated two full days of sessions at the Ecosystems and Climate Change Pavilion, hosted or participated in 10 side events on protected areas and launched publications on Biodiversity for Development, including Financial Sustainability of Protected Areas in Latin America and the Caribbean.

34. On access to energy, the Global Programme oriented UNDP programming at the regional and country levels and produced clear, quantifiable results in shaping the policy discourse on energy and catalysing finance to expand access to energy for the poor. The Global Programme-financed Sustainable Energy initiative played a pivotal role in strengthening and expanding energy access as a priority in UNDP regional programming for Africa, Asia and Latin America, and in more than 30 UNDP country operations. The Africa's Regional Programme on Energy for Sustainable Development, drafted and oriented with direct support by the Global Programme, has helped west and east African countries to develop and adopt Regional Energy Access Policies and integrate energy access into PRSPs. It has catalysed approximately $100 million dollars to-date for 2,000 Multifunctional Platform (MFPs) operations at local levels in West Africa. The MFPs are collectively providing 2.5 million rural poor women and their families with access to modern mechanical power for agro-processing, generating income and green jobs through biofuels development and freeing-up girls' time for schooling. UNDP leads UN-Energy's Energy Access Cluster and carries the Vice Chair of the UN-Energy.

35. With respect to mainstreaming environmental issues, the recent thematic evaluation of the UNDP contribution to environmental management for poverty reduction noted that the Poverty Environment Initiative (PEI) within UNDP "represents good practice and should be scaled up to provide a model of how UNDP does business at the country level. It should also be used as a model for working together with UNEP and other agencies." The Global Programme leverages the PEI and responds to request of support from country offices on mainstreaming environmental issues into Poverty Reduction and National Development Strategies. For example, Global Programme advisory services provided to Burundi in 2010 helped the country office and national partners infuse their PRSP II with poverty and environment perspectives, providing a platform for a more sustainable approach to development and strengthening the capacity of the country office in this area.

Proposed improvements for the way forward

36. With the increasing threat of climate change to development gains, the loss of ecosystems, the accumulation of hazardous waste and the lack of access to energy,

countries are seeking a new approach to sustainable development. This will become increasingly central to global policy discourse ahead of the next global conference of the UNFCCC, to be held in South Africa in 2011, and the Rio+20 conference set for 2012. This is also an opportunity for UNDP, with policy direction from the Global Programme, to advance cross-practice and cross-sector work on inclusive, resilient and sustainable human development approaches. This means building on lessons learned, collating and sharing knowledge and developing integrated policy advice and programmes that can support action to both protect environmental services and reduce poverty.

37. A multi-practice task force on the "Road to Rio" has been established to this end. It is tasked with providing forward-looking policy recommendations on sustainability, identifying and sharing best practice on mainstreaming the poverty and environment linkages into country-level activities, and advancing recommendations for UNDP to advance the sustainability agenda. The objective is for Global Programme advisory services to be increasingly nimble and responsive in leveraging ideas and knowledge across the practice architecture to respond to — and help set the direction of — an evolving development context.

Main findings: institutional results and cross-cutting issues

Knowledge Management

38. Capturing, codifying and sharing development information are at the centre of how UNDP operates as a knowledge-based organization. The UNDP Knowledge Assessment Report finalized in September 2010 recognized the organization's "unwavering commitment" to knowledge management, and noted important steps taken to deliver on this commitment, including the development of a "next generation" knowledge management strategy for the organization. It is supported by Global Programme through the practice architecture and anchored in the platform Teamworks.

39. The UNDP Management Response to the evaluation of the previous Global Programme, committed UNDP to strengthen corporate strategies and delivery mechanisms. Crucial to ensure UNDP is a truly knowledge-oriented organization will be the quality, reliability and accessibility of quality policy advisory services available when needed to staff and partners. New standards were established for Global Programme policy advisory services so that staff and partners regardless of where they are located have a clear understanding of what information is available, how reliable or "corporate" that information is and how to access it and the advisory team that produces it in a predictable and reliable way, and how to influence it so that the organization is continuously learning from experience on the ground. The Service Delivery Model captures these new standards and is being rolled out for all Global Programme Advisory services, with different thematic areas at different stages of progress (elections, for example, is well advanced). The entry point for all staff to access this information will be the platform Teamworks, where a service space is being developed for each service line.

40. The Teamworks extranet is the next generation networking and collaboration platform. Teamworks has the capacity to help UNDP to overcome the knowledge exchange barriers that can separate country, regional and global networks, internal and external. The Teamworks prototype began testing in May 2009. The operational version of Teamworks was officially rolled out on November 2010. All 8,500 UNDP staff members are now enrolled as Teamworks users, and more than 6,000 of these are active users viewing more than 10,000 pages a day. In addition, more than 1,000 staff members of other United

Nations agencies, UNDP project personnel and consultants have joined Teamworks. The introduction of Teamworks can be seen a shift from the vertical knowledge management model (collect – codify – disseminate) to a horizontal collaboration model (connect – share – collaborate).

41. Evaluations of recent years have systematically called for UNDP to capture what is knows and communicating it more clearly. This was the impetus behind a process to establish, design and roll-out corporate knowledge and communication templates for all advisory services offered by the Global Programme and the thematic areas it supports, as well as on crisis prevention and recovery. This forms part of the corporate quality assurance process for knowledge products. A list of templates of corporate products based on an understanding of country office needs was approved by the UNDP Operations Group in 2008. In 2009, this list was translated into concrete corporate templates accessible to through an online guide launched in 2010. It is designed to help UNDP — particularly in relation to the advisory services provided by the Global Programme — to create strategic, cost-effective, consistent and high-quality knowledge and advocacy products for each of the core issues UNDP focuses on with clear corporate branding.

Proposals for the way forward

42. Going forward, increased emphasis and support is required to systematically support the roll out of the service delivery model, particularly in relation to the soft skills, culture change and business processes required for it to be embedded as the gold standard for Global Programme advisory services. The MCT was engaged late 2010 to help facilitate this process. Additional support will be required to help users understand and maximize the added value of the Teamworks platform. A training series is currently being piloted to this end. Additional focus will also be required on the implementation of the quality assurance process for all knowledge products, including adherence to the new corporate knowledge and communications templates.

Gender

43. The overall UNDP approach to gender is to implement the Gender Equality Strategy through two main functions: (1) support integration of gender equality in each UNDP focus area through policy research, policy advice, advocacy, piloting new approaches, development of knowledge products and partnerships; and (2) develop UNDP institutional capacity to support national partners through organizational policy setting, establishment and management of accountability mechanisms, and internal capacity building.

44. Through cross-practice collaboration, Global Programme policy advisers led innovative research and policy development to advance women's legal rights and respond to — and ultimately eradicate — gender-based violence. The Global Programme collated and codified a new knowledge set on financing for gender equality in post-conflict contexts to advance understanding of practitioners and decision-makers in this area. "The Price of Peace: Financing for Gender Equality in Post-Conflict Recovery and Reconstruction" synthesized the findings of four case studies (Kosovo, Sierra Leone, Southern Sudan and Timor-Leste) examining how resources were mobilized, allocated and spent and how they can be better spent to achieve gender equality.

45. In cross-practice gender-crisis prevention and recovery work, Global Programme advisory services contributed significantly to the Secretary General's Report on Women's Participation in Peacebuilding, which increased global recognition that gender equality, women's empowerment and women's participation in all aspects of peacebuilding are

fundamental to lasting peace. In addressing the nexus between gender equality, poverty reduction and the achievement of the MDGs, UNDP has developed a global Gender and Economic Policy Management Initiative (GEPMI) with the support of the Global Programme. Evidence of the impact of UNDP policy guidance on integrating gender equality principles into climate change was evident in the Cancun Agreement, which has now created entry points to gender mainstream climate change finance mechanisms. Technical support to mainstream gender equality into national adaptation programmes was provided to 20 countries, 7 of which have highlighted gender equality as a national adaptation priority.

Proposed improvements for the way forward

46. Going forward, the Global Programme will support UNDP in advancing the relationship with the UN-Women. A close partnership is already being developed and will need to be further advanced. In this context, the Global Programme will also advance policy guidance with UN-Women on how best to leverage investing in women and girls as a means of accelerating MDG progress in the immediate years ahead.

Capacity Development

47. UNDP is a recognized global leader in capacity development. As such, UNDP has spearheaded a transformation in the way capacity development is delivered – from a model that was supply-driven, input-based and focused on technical assistance to one that is demand-driven, results-oriented and builds on national capacities and ownership.

48. The Global Programme facilitates policy advice to country-level institutional responses focused on strengthening national ownership and mutual accountability mechanisms. To improve transparency and accountability of aid information, UNDP is continuing its support for the International Aid Transparency Initiative (IATI), as a member of its Steering Committee and Secretariat in charge of partner country outreach and through support to developing country governments. Targeted advice and support to aid management needs to countries in post-conflict and fragile settings, such as Haiti, Pakistan, Iraq, Guinea-Bissau and others is provided by the Global Programme.

49. The Global Programme facilitated South-South cooperation and peer learning to bridge the work of the OECD DAC South-South Cooperation Task Force and the DCF — particularly in preparation of the High Level Event on South-South Cooperation and Capacity Development in Bogota in March 2010. With leadership from the Global Programme, UNDP was part of the organising team for this event and co-organized with Mexico a round-table discussion on information systems and regional platforms. To strengthen South-South cooperation, the Global Programme also provided capacity development support to emerging development assistance providers, in particular the Turkish International Cooperation and Development Agency (TIKA) and the Russian agency *Rossotrudnichestvo* and the Colombian *Agencia Presidencial para la Acción Social y la Cooperación Internacional.*

Proposed improvements for the way forward

50. The 2010 evaluation of the UNDP contributions to capacity development provides affirmation of the UNDP investment in and attention to this area. It notes that UNDP has been "highly responsive" to national demand, but challenges the organization to be more

strategic in the way it engages with partners on capacity development priorities and approaches to strengthen internal programming and learning. The Global Programme has a critical role to play in responding to these recommendations including, going forward, supporting the organization's review of programming approaches to capacity development support.

Conclusions

51. **The practice architecture is working.** Global Programme advisory services are positioning the organization on important global issues within UNDP mandated areas. In addition to providing global leadership and subject specific expertise, the Global Programme supports policy development, contributes to building partnerships, and to raising awareness and developing programmes, which often leverage additional funding for country programmes. In most regions and across focus areas, Global Programme staff is responsible for the *substantive* management of a range of programmes funded from different sources, including some regional initiatives and key initiatives resulting from donor cost-sharing.

52. **Global Programme advisory services provide critical support to UNDP work at the country level.** The independent thematic evaluation, "UNDP contribution at the regional level to development and corporate results," reported that country offices rated the technical support provided by regional service centres as quite high overall. The policy advisory services provided through the Global Programme, including via Practice Leaders in regional service centres, are noted for three reasons. First, their domain competence elicits the professional respect of colleagues across the spectrum of specializations. Secondly, they provide the horizontal (interregional) linkages on policy and practice for UNDP as well as the vertical linkages with country offices and with headquarters. Thirdly, discretionary funding from the practices strengthens their leadership role on the ground.

53. **The Global Programme facilitates the UNDP policy leadership role on critical interregional and global issues.** The Global Programme has supported significant contributions to global events demonstrating UNDP advocacy around and leadership role in the development of consensus on policies and actions in regard to, for example, the achievement of the MDGs and the 2010 Conference of Parties to the Convention on Biological Diversity.

54. **The Global Programme is a vehicle for the deployment of policy advisers that contributes to development effectiveness results.** The policy advisory services are integral to the functioning of the Practice architecture. The main work of the Global Programme is the provision of advisory services and programme support to country offices. The Executive Board decisions on the conceptualization of development effectiveness and the culmination of the harmonized integrated budget discussion, will include the previously agreed transfer of regional advisers from the Global Programme to the development effectiveness cost classification category should recognize the critical importance of the Global Programme's contribution to country programmes.

55. **Largely through the efforts of the Global Programme, UNDP has mobilized substantial cost sharing resources for global projects in various thematic areas.** These resources enable UNDP to expand its outreach and impact. There are also disadvantages, as policy advisers may be diverted to project management work and substantive work may be driven by new funding. The combination of domain expertise and additional resources is

highly valued. However, the core rationale for the Global Programme lies in its domain expertise rather than the additional resources it mobilizes.

Going forward

56. **The Global Programme should continue to provide the foundation for the practice architecture:** The midterm review of the strategic plan reaffirms the organization's commitment to accelerate progress towards the MDGs and advance inclusive, resilient and sustainable human development. To succeed, a well-resourced and invigorated practice architecture that is able to deliver on the reaffirmed vision of UNDP is required. With policy advisory support closer to clients, there is evidence of more cross-practice and innovative results achieved at the regional level. Efforts to bring policy advice closer to country offices should continue, with emphasis on leveraging the practice architecture and the knowledge management systems for interregional lesson learning and programmatic collaboration. The regional service centres anchor a strong practice architecture with knowledge management systems capable of sharing best practices across the organization and regions like never before. Knowledge-management practice leaders were deployed to all regional centres, responsible for accelerating intra and inter-regional knowledge sharing.

57. **The Global Programme should increasingly focus on knowledge sharing and management.** The UNDP investment in this area and related technologies is beginning to pay dividends, with more opportunities expected to come to fruition in the next biennium. Increased emphasis and support is required to systematically support the roll out the service delivery model, particularly in relation to the soft-skills and culture change required for it to be embedded as the gold standard for Global Programme advisory services. Teamworks has "opened the market" for the request and delivery of policy advisory services and has connected the organization horizontally in a peer-to-peer fashion. A combination of a new, more streamlined approach to policy advisory services and this advanced technology to connect staff across the organization has the potential to strengthen position of UNDP as the leading development knowledge organization, decrease delivery costs and improve the quality of services provided.

58. **Policy advisory services must be increasingly "multi-practice", real-time, and able to leverage the best international practices from across regions.** UNDP is well-positioned to provide world-class policy advisory services, calibrated to respond to increasingly complex development challenges, which demand innovative solutions. This type of support was evident in the wake of seismic shift in democratic space in the Arab States region, where the Global Programme ensured timely expert support as part of a coordinated UNDP effort. As captured in the recent thematic evaluations and as indicated in the proposal for the way forward under each practice above, it is crucial that the Global Programme moves swiftly to increasingly support work across multiple practices to respond to multidimensional development challenge. This includes accelerating and sustaining progress towards the MDGs, preparing for the Rio+20 Summit on sustainable development and advancing the local development and local governance agenda.

59. **The Global Programme should learn from and build on results achieved in the first half of GP IV.** The analytical and empirical evidence tabled in advance of and during the MDG Summit; the partnership, advocacy and communication critical for the success of the Nagoya COP on Biodiversity; the innovation that led to the creation of UN-REDD: each is evidence of the Global Programme's policy breadth and depth and its ability to

deliver cutting-edge policy advisory services. The Global Programme should learn from and build on such successes to strengthen its contribution to UNDP development results.

60. **The Results Oriented Annual Report (ROAR) should be revisited as the primary means of recording results of the Global Programme.** The ROAR's focus on overall development results means that the significant contributions of the Global Programme advisers are not captured. Indeed there is no system in place to judge the full extent, quality and value of the contribution of policy advisers. A mechanism should be put in place for data collection and reporting on the results produced by Global Programme advisers to address this and avoid over-reliance on anecdotal information. This would help to improve attribution of results, enhance accountability, and further enable the robust validation of the Global Programme.